

Managing an Investigative Team

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Who's Who in the ZOO...



Best time to Plan?



Before the crisis...

Define the Scope

Seems easy...

**Do you handle it all yourself?
or**

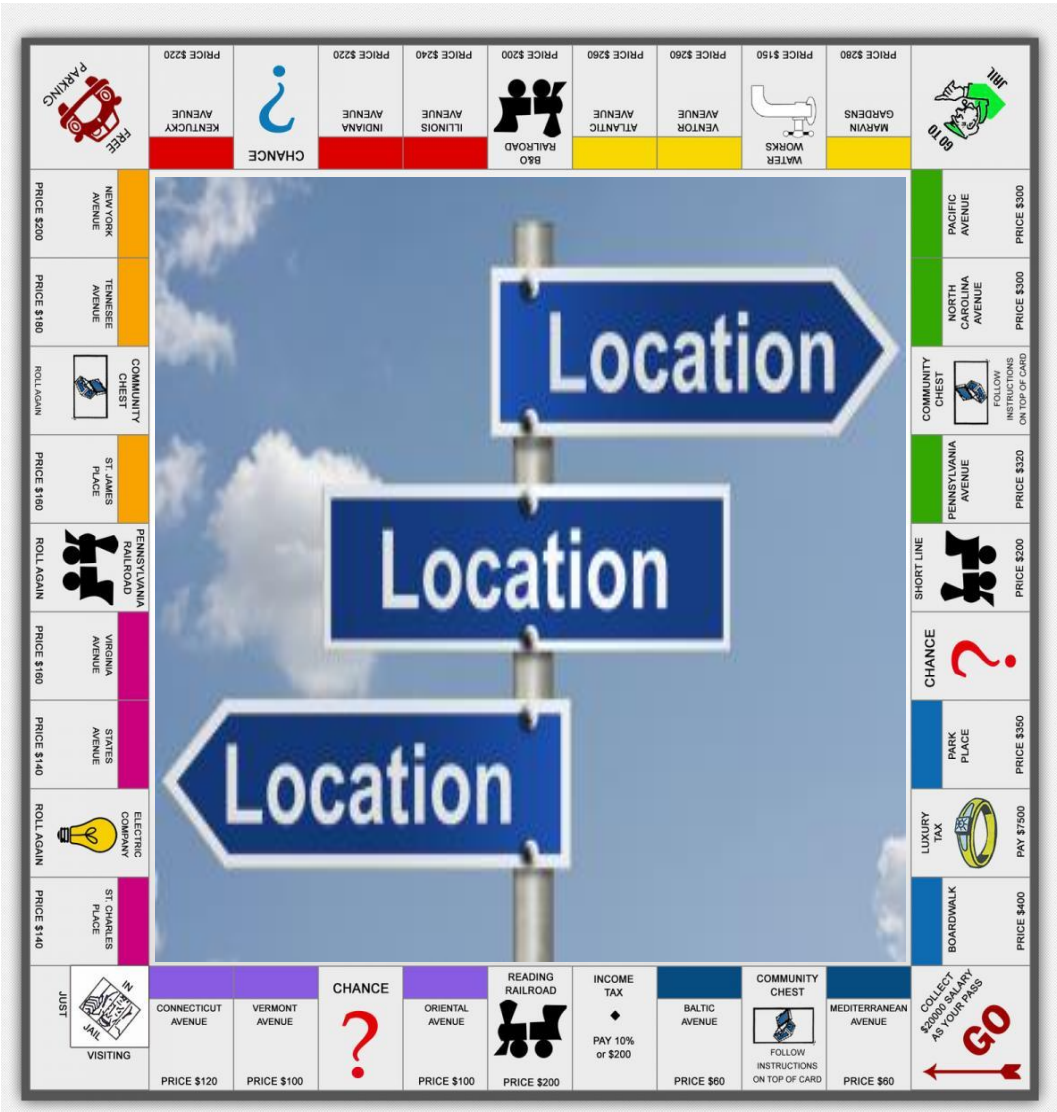
**Is there someone else or
team required to make the
determination?**

**“What are you supposed
to accomplish by
managing this case?”**



Location, Location, Location

Is the Key to Real Estate!



**Is the key to
successful
case management!**



Managing



Yourself...



A person...



Or a 100...



Exercise Self-Discipline

- **Always**
- **Example to others**

Self Discipline



"...is the
magic power
that makes
you virtually
unstoppable"



Know You, Know your people...

- **Know who is in charge**
- **Know what is expected**
 - **Team member responsibilities**
 - **Team member expertise**
 - **Resources available for tasks**



Determine Available Resources



Resources

Who can do what?

**What people,
equipment, and
money will you
have available?**

Factors Essential to All Teams



Every team must have effective:

- **Leadership**
- **Responsibility**
- **Communication**
- **Decision making**



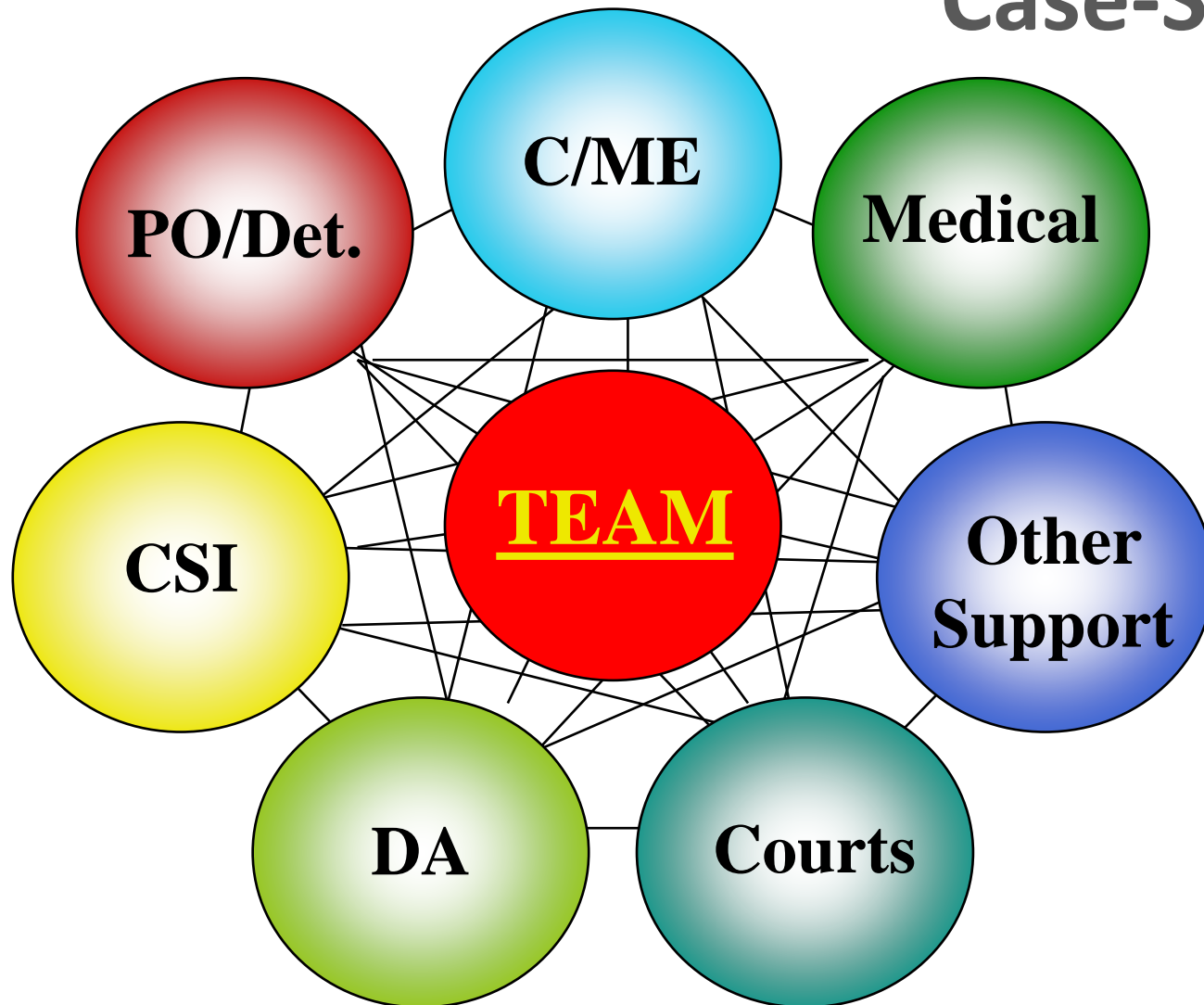


Team Composition is Agency-Specific

- In practice, teams will reflect your jurisdiction's:
 - capacity (human resources)
 - organization of governmental agency
 - circumstances of investigation
- Knowledge and skills of team members is critical



Team Composition is Case-Specific



Assemble Your Team



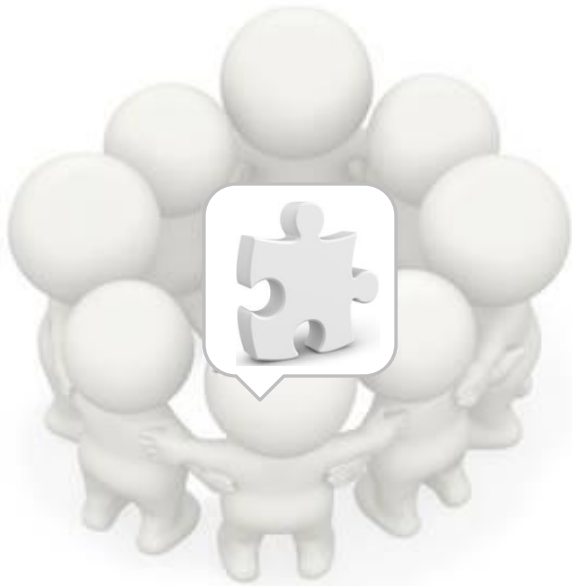
**Get the people together
and start a dialog.**

Who will do WHAT?



**Do not
Assume...**

List the Big Steps



Identify what are the major pieces.

Start by asking your team.

But don't obsess about it..



List the Smaller Steps

**Identify the smaller steps
in each of the larger steps.**



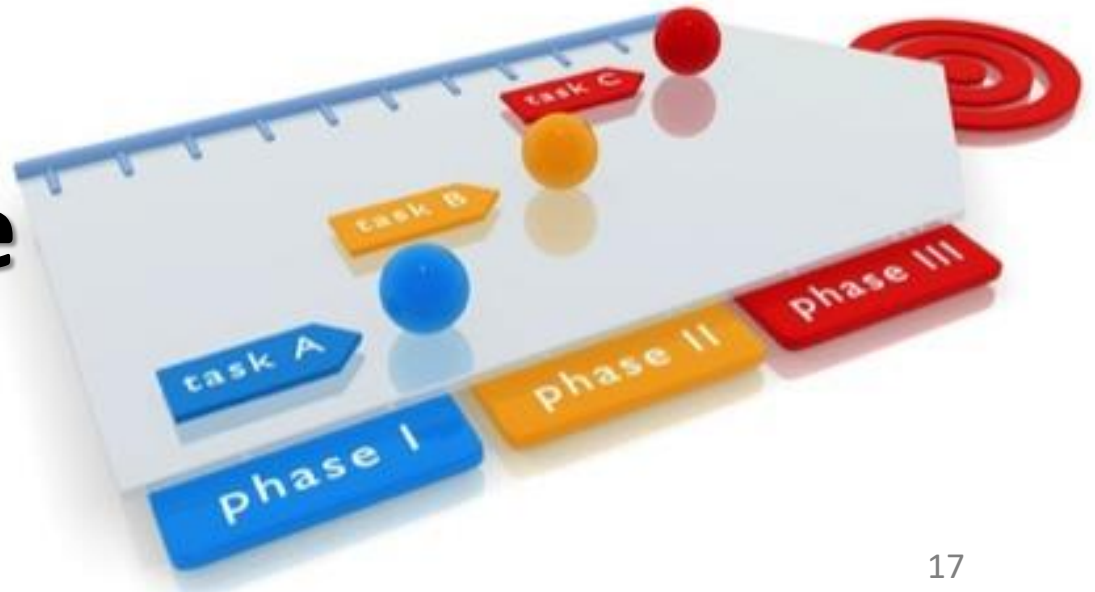
**Detail depends on who
you are dealing with.**

Develop a Preliminary Plan



What happens first?

What is the next step?



Everything Now!



Check the Timeline

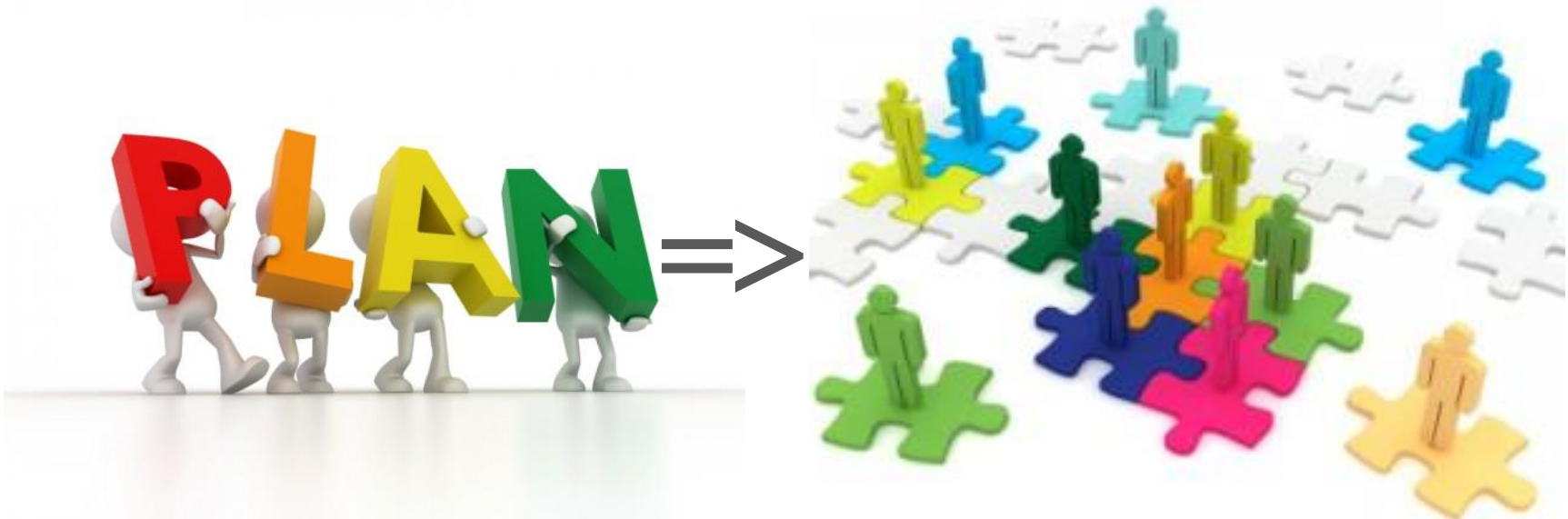
In decisions to use overtime hours to meet the schedule, you must weigh that against the limitations of your budget.

Victim(s), Scene, Family, Brass, Courts, News, etc.

Create Your Baseline Plan



Solicit feedback from your team and any other stakeholders.





Make a Decision.



Pull the trigger!



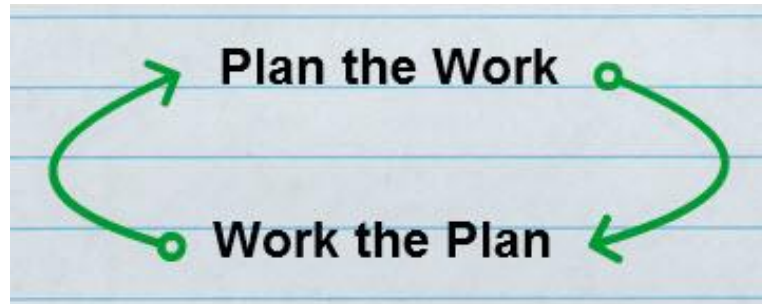


**Do the Right Thing,
For the Right Reason.**

**Policy vs
Practice**



What you can do?



Work Your Plan,

**Change them as needed,
but always keep in mind
the desired outcome.**



But Don't Die for It!



**Making the plan is
important, but they
can be changed.**



Monitor Your Team's Progress

**Monitor what everyone
is doing.**



**Catch issues before they
become problems.**





Tips

~~Mistakes~~
Mistakes are
opportunities
to learn.

Admit Mistakes.

Learn from the mistake.

Sooner rather than Later!



Make Necessary Adjustments

There is almost never enough time, money or talent assigned to a case.



Your job is to do more with the limited resources than people expect.

Make your case and present it to your boss.

"Don't wait until it's in trouble to ask for changes you need."





Document Everything

Consider a scribe.

Write them down so you will be able to look them up at the end-of-case review and learn from them.

Keep records...



Keep Everyone Informed

Of what needs to be...

**Let them know of
the successes as
each milestone is
completed.**



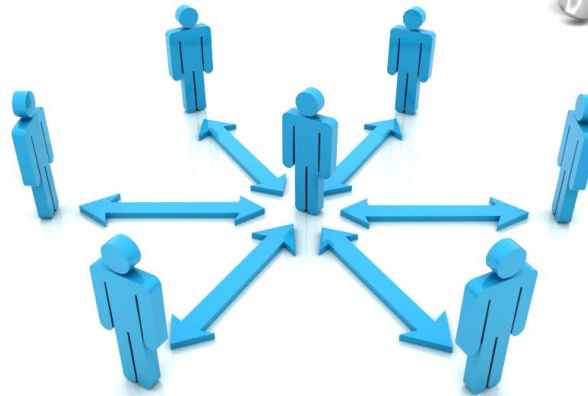
***Also inform them of problems
as soon as they come up.***

The Buck Stops with You!



Be responsible.

**Don't be afraid
to delegate.**



Child Death Investigations: A Team Approach

<https://www.ojp.gov/pdffiles1/ojjdp/209764.pdf>

**Every year in the
United States, almost
37,000 children die
before their
18th birthday.**

Child death review Committees

<https://ncfrp.org/cdr/>



**Our Children, Our Future,
Our RESPONSIBILITY**

- The child's death is directly related to injuries suffered as a result of a specific incident of abuse or act of negligence.
- Acute physical abuse, the caretaker may have fatally assaulted the child in either an inappropriate response to the child's behavior or a conscious act to hurt the child.
- In cases of acute neglect, a caretaker's onetime failure to properly supervise the child may result in a fatal injury.
 - Drowning
 - Firearms unattended

Acute Maltreatment



Chronic Maltreatment

- The child's death is directly related to injuries caused by abuse and/or neglect occurring over an extended period.
- Direct cause of death in a battering case is usually a single specific injury (often brain trauma), numerous indications of previous maltreatment—old and new injuries and possible signs of neglect.
- Depriving the child of food for a period of time is a common form of chronic physical neglect.



How Child Fatalities Differ From Other Types of Homicide Cases

■ Delayed Death

- Many maltreatment deaths involve a delay between the time the child sustains the fatal injury and the subsequent death of the child.
- Depending on the injuries sustained, that child may survive anywhere from hours to days.
- Delayed death scenario can also occur when a child is severely scalded from an immersion burn, suffers an infection or other medical complications arising from the injuries, and then dies weeks or months after the incident occurred.



Witnesses and Accomplices

- Maltreatment murders almost always occur in a private location, such as the family's home.
- Accomplices are also rare in maltreatment cases.
- Far more common is the situation in which one person is aware that another (e.g., a spouse, girlfriend, or boyfriend) is abusing or neglecting a child but fails to report the maltreatment or take steps to protect the child.
- More and more states are limiting spousal immunity in child abuse cases



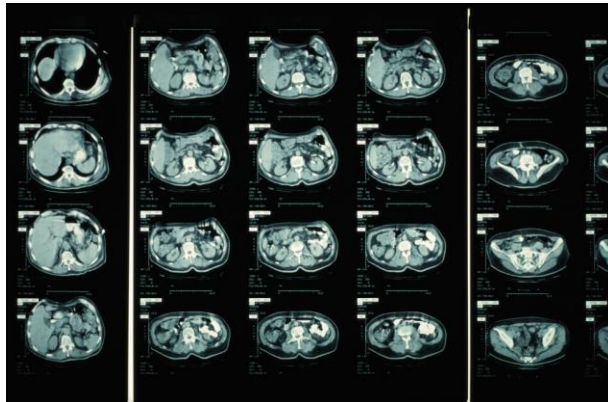
Other considerations

- Weapons
 - Rarely
- Trace Evidence
 - Rarely,
 - Exceptions are cases in which the offender sexually assaulted or bit the child and DNA evidence is involved.
- Circumstantial Evidence
 - Lack of witnesses or any direct evidence tying a specific individual to the crime.
 - (1) establish that the suspect was the only person with the child at the time of the fatal injury
 - (2) prove that the injury was not accidental.



Other considerations

- Internal Injuries
 - Victim's injuries may not be visible at first.
 - Most fatal injuries of children involve trauma to the brain and the internal organs of the abdomen and chest.
 - These injuries can only be detected with medical procedures such as x rays, CT and MRI scans, and the forensic autopsy.



The Roles of Child Protective Services and Law Enforcement



- The role of CPS is to determine whether maltreatment was involved in the child's death, identify the responsible party, and then take appropriate action to protect any surviving siblings. CPS does not determine whether anyone committed a crime.
- It is important that law enforcement and CPS communicate and coordinate their efforts during the investigation.
- One coordinated investigation is always preferable to two separate investigations.

Law enforcement

- The law enforcement investigator is to determine.
 - If a crime has been committed.
 - Who is responsible.
 - Although it is important that law enforcement and CPS coordinate their efforts, it is imperative that law enforcement assume the leadership role in the investigation.
- Remember CPS Law enforcement investigators are both acting under statutory requirements.



Coordinating the Response

- The investigation usually begins when a law enforcement or CPS agency receives notification of a child's death or life-threatening injury.
- It is very important that investigators from both agencies coordinate their efforts.
- If maltreatment is suspected, you may have to secure a **search warrant to look for evidence** at the child's residence, and the CPS investigator may have to pursue the **emergency removal of surviving siblings**.



Participate in 48- or 72-hours meetings

- Police
- CPS
- DA
- ME/Coroner
- Past medical
- Social Services
- Purpose:
 - Healthy exchange of information and Tasks to be performed



Child Death Review Committees

- The purpose of the CDR team is prevention, provision of services, exchange of confidential information for investigative purposes and evaluation for improved practices, policies and procedures by individual agencies.



Roles of team members

- A CDR team should always have representatives from
- Law Enforcement
- Child protective services
- Prosecutor/District attorney
- Medical Examiner/Coroner, Pediatrician
- other health provider, public health, and emergency medical services.





Take Care of You and the Team

- ✓ **Family – Groups, TIPS,...**
- ✓ **On-scene folks**
- ✓ **Build bridges before the incident**
- ✓ **How will your family be cared for if your family is being impacted by crisis?**

Consider:

**Rest, Food, Hydrate,
Cold or Warm Environment, etc...**





- **Unexpected event**
- **Intense pressure to investigate quickly**
- **Working with multiple agencies**
- **Security concerns**
- **Team member(s) experiences trauma**

Stress Factors

- **Local sensitivities**
- **Legal concerns**
- **Demands on team members' time**
- **Long hours, lack of rest**
- **Personal health and safety concerns**





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Questions ?

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